

These are extraordinary times for public service managers.

In every field of endeavor we are witnessing technologic and economic revolutions. Managers are faced with the challenges of downsizing, accountability, and ethical dilemmas. Time-honored conventions of management practices are shifting. What worked well in the past may not garner the same results in a work world of changing demographics. The one thing that we all can count on is that change, itself, is the only constant. Personal growth remains optional.

Dramatic changes are occurring in both public and private sectors.

Our struggle to apply limited budgetary resources to critical needs is just one factor we confront. Organizations have always relied on managers to be exceptional negotiators, skilled communicators, and wise decision makers. In today's environment, being proficient in guiding internal operations while responding to the high pressure demands of customers are keys to effective management. Leadership in this environment springs from the manager's ability to inform and to shape results—while the target is moving. The purpose of META 360° is to help managers discover strengths and needs, and to help organizations design strategies for effective management performance.

***A breakthrough for targeting
limited training budgets.***

META 360° is a management assessment and development tool specifically designed for public service managers. Organizations will appreciate its strong, well-researched public sector framework and its self-directed focus. Management competencies assessed by META 360° are linked to the knowledge,

skills, and abilities managers need to succeed in this diverse environment. Leaders will gain crucial insights needed to design and implement long-term development strategies from comprehensive roll-up reports. These reports help target scarce resources for maximizing organizational growth.

***Self-discovery is the first step
toward management excellence.***

Managers tend to be “self-starters.” They pursue knowledge and achieve skills in their special areas of concern. In today’s fast-paced public service, self-awareness of one’s total impact is the first step toward excellence as a manager. Utilizing a carefully constructed survey tool, META involves a manager’s own assessment of his or her management practices, combined with assessments by peers, staff, and supervisors, thus 360 degree feedback. Together, these perceptions become a synthesized assessment of the manager’s knowledge, skills, and abilities. The potential benefit to the manager is greater self-awareness of strengths and needs, and an empowering map that targets future skill-building opportunities.

How META 360° brings focus to management expertise.

META 360° is based on 74 specific practices unique to public management and administration. These practices are grouped into three environments: organization, team, and personal. Evaluators rate each practice twice. First they determine how important the practice is to a manager's job, then they assess a manager's performance relative to that practice. Results are compiled and presented to the manager in a confidential skills profile and action plan. When used as an organizational survey tool, aggregate reports support the design of managerial training programs.

Meta 360° Support Materials

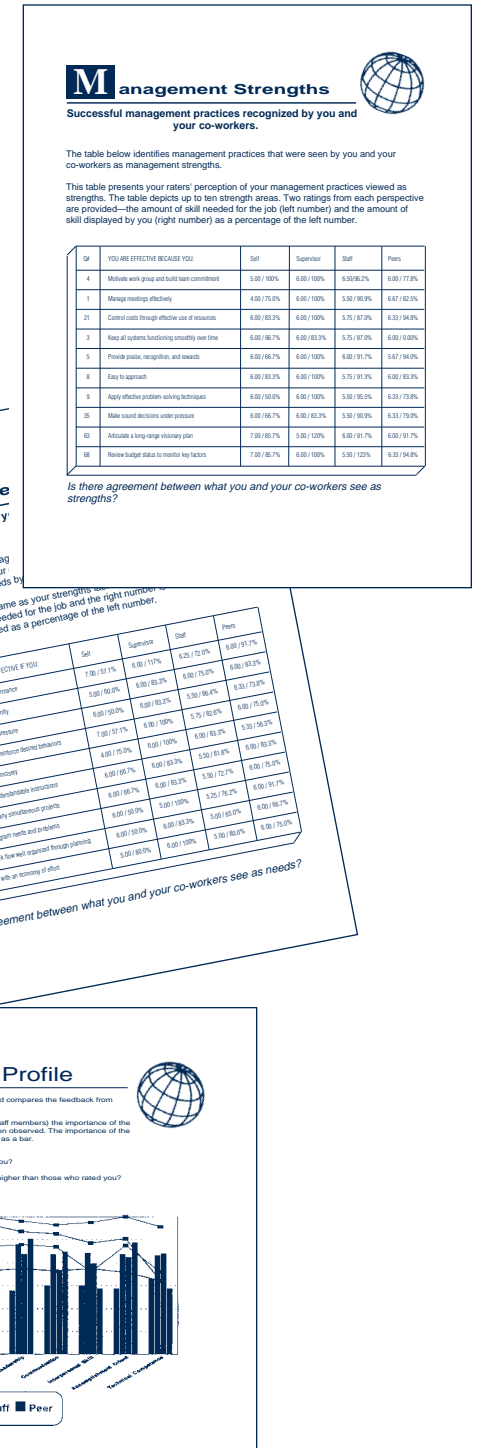
Assessment portfolio reports include:

Management Strengths

Development Needs

Individual Skills Profile

META 360° helps managers discover strengths and needs in this environment, and to design strategies for effective management performance.



For information or on-site visit.

META 360° is a service offered by the Washington State Department of Personnel. For more information about individual, organizational, or in-house programs, please fill out the interest card below and mail or fax it to us, or give us a call:

Human Resource Development Services

Office: (360) 586-1344
Office: (360) 586-1349
Fax:: (360) 664-0089
TDD: (360) 753-4107

Yes, I am interested in META 360°

Send information packet for:

- / / Individual
- / / Organization
- / / Call to arrange an on-site presentation.

NAME

TITLE

ORGANIZATION

STREET ADDRESS

CITY STATE ZIP

CONTACT PERSON, IF OTHER THAN ABOVE

TITLE

TELEPHONE

META 360°

META 360° is a management assessment and development service specifically designed for public service managers by the Washington State Department of Personnel.

META 360° provides:

- Multiple perspectives on management strengths and development needs.
- Individual, confidential reports and action-planning guidelines.
- Comprehensive reports for long-term organizational planning and maximizing scarce training dollars.
- On-site assistance for professional growth.
- Skills development resource guide.

WASHINGTON STATE
Department of Personnel

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This document is available in alternate format by calling (360) 586-1349.

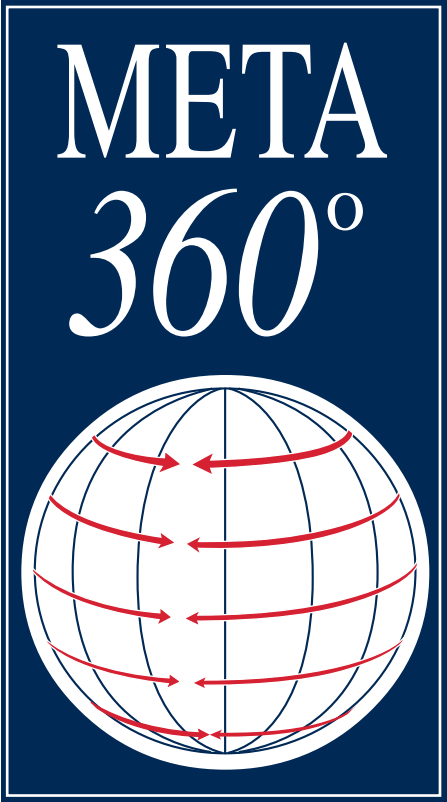


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Introducing

Management Excellence Through Assessment



A SERVICE OF THE
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Personnel

FOR PUBLIC SERVICE MANAGERS